

**Minutes of the Board of Regents
Of the Uniformed Services University of the Health Sciences**

**Meeting No. 130
February 8, 2000**

The Board of Regents of the Uniformed Services University of the Health Sciences met on February 8, 2000, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. Prior notice of the meeting date and agenda was published in the Federal Register. Lonnie R. Bristow, M.D., Chair, called the meeting to order at 8:30 a.m. The following members and advisors were in attendance:

Board Members

Lonnie R. Bristow, M.D., Chair
Everett Alvarez, Jr., J.D., Member
Robert E. Anderson, M.D., Member
John E. Connolly, M.D., Member
Ikram U. Khan, M.D., Member
John F. Potter, M.D., Member
RADM Michael Cowan, representing the Assistant Secretary of Defense (Health Affairs)
James A. Zimble, M.D., President, USU
RADM Kenneth P. Moritsugu, representing the Surgeon General of the United States
MG Harold L. Timboe, representing the Surgeon General, USA
RADM Rodrigo C. Melendez, representing the Surgeon General, USN
MajGen Leonard M. Randolph, Jr., representing the Surgeon General, USAF

Advisors to the Board

Val G. Hemming, M.D., Dean, School of Medicine
Faye G. Abdellah, Ed.D., Sc.D., RN, Dean, Graduate School of Nursing
GEN Thomas R. Morgan, USMC (Retired), Military Advisor to the Board
RADM Kathy Martin, Commander, National Naval Medical Center
COL Michael Dunn, Commander, Walter Reed Health Care Systems
COL Johnnie S. Tillman, Commander, Defense Medical Readiness Training Institute

SWEARING-IN CEREMONY

Dr. Bristow introduced and welcomed John F. Potter, M.D., who was appointed to the Board of Regents by President Clinton September 10, 1999, and confirmed by the Senate on October 29, 1999. Dr. Potter is a Professor of Surgery at the Georgetown University School of Medicine. He is a surgical oncologist, and has

served as President of the American Cancer Institutes. After Dr. Potter was sworn in and signed the Appointment Affidavits, he was presented framed appointment and confirmation documents. Dr. Potter's, wife, daughter and granddaughter were present for the ceremony.

Dr. Zimble introduced RADM Michael Cowan, not only as a representative from Health Affairs but also as the guest speaker for graduation on May 20.

MATTERS OF RECORD AND THE CONSENT CALENDAR

Dr. Bristow presented Matters of Record and the Consent Calendar, which included the following items:

Tab B	Notice of Open Meeting, <u>Federal Register</u>
Tab C	Members, Board of Regents
Tab D	Charter, Board of Regents
Tab E	University Strategic Plan
Tab F	Minutes from Work Group I, November 1, 1999
Tab G	Minutes from Work Group II, November 1, 1999
Tab H	Minutes from the Executive Committee, November 1, 1999
Tab I	Minutes from Board Meeting No. 99-129, November 2, 1999

The Board, upon motion made and seconded,

Voted by voice vote: To accept the items indicated for information only and to approve as submitted the Minutes of the November 2, 1999, Board of Regents Meeting.

ANNOUNCEMENTS

At Dr. Bristow's request, Dean Hemming briefly described the LCME accreditation visit which took place November 14, 1999. He stated that the team was, in general, very complimentary. During the outbriefing, concern was expressed in only three areas: items of budget, space issues, and physical plant issues. Each of these areas had already been identified by the University. The team was especially impressed by USU's students, efforts at curricular review and reform, the Simulation Center, and the growth of research efforts. Dean Hemming stated that the LCME meets in February, and that the University should receive its report in March. Dr. Bristow complimented both the faculty and the administration for the hard work involved in this process.

Dr. Bristow announced that two Board members, Dr. Carol Johns and Dr. W. Douglas Skelton, were unable to attend this meeting due to ill health. Additionally, Colonel Shirley Ledbetter-Jones regrettably resigned her Board seat due to personal and family illness.

OUTCOME MEASURES

RADM Kenneth Moritsugu, USPHS, presented an interim report to the Board from Work Group I for Dr. Charles Roadman, Chair. Following a brief overview of

the three parts of the Metrics Project, RADM Moritsugu described work accomplished since the November Board briefing.

Part 1 is looking for common characteristics among successful students, i.e., those who graduate, at USU. It is also studying the characteristics of students who matriculated at USU but dropped out. Work has started on this "outbreak investigation" which involves 97 disenrolled students. An outcome of this investigation may be the discovery of intervention areas helpful to students in trouble.

Progress in Part 2 and Part 3 is currently dependent upon Defense Manpower Data Center (DMDC) data sets which are problematic. They are difficult to obtain, challenging to analyze, and of questionable reliability. Part of the problem is due to the fact that DMDC files comprise a military personnel database; the data was never collected for this kind of analysis. Additionally, each Service collects specific data items with unique codes. Part 3 has successfully completed an analysis of leadership positions occupied by USU graduates across Services, but in order to compare these percentages against non-USU graduates, DMDC data is needed.

RADM Moritsugu stated that a valuable outcome of the project involves identifying specific data sets that will be useful prospectively. He also remarked that the core question might well be, "Can we predict the production of successful physician-officers as well as throughout their careers predict the production of successful officer-physicians?"

RADM Moritsugu announced that Mr. Bobby Anderson, Executive Secretary to the Board, had recently become the project's manager and asked for his comments. Mr. Anderson reported that data verification needed to complete Part 1 is the current focus. In early January, a team was assembled to verify the transcripts of every USU matriculant. This task will be completed in mid-March. Mr. Anderson stated that the data requirements for Part 2 and Part 3 are more difficult to access as well as assess, but that a team was beginning to be assembled which included Dr. Donna Waechter, Associate Dean, Medical Education and Dr. Robert E. Anderson, Member, Board of Regents.

RADM Moritsugu commented that one recommendation from the Metrics Project might well be the establishment of a cross-Service data set specific to the needs of the Assistant Secretary of Defense (Health Affairs), which would allow future analyses of this kind.

Dr. Zimble suggested looking at the "percent fill" of physicians in leadership positions across the Services that are University graduates. If 20 or 30 percent of these positions are filled with University graduates, we have a strong statement regarding the quality of the school without having to access data that is not readily available. He suggested using 10 and 20 years after graduation as benchmarks, and it could include the fact that the number of such positions changes over time.

RADM Moritsugu stated that although the Quad Service Group's model entailed a more complete picture of non-USU graduates, he feels Dr. Zimble's alternative is valid, and, in fact, believes the Quad Service Group has the data to accomplish such an analysis.

GEN Morgan added that the Service Academies no doubt face similar questions and suggested that the Office of Institutional Research at West Point and Annapolis might offer some insight.

Dr. Zimble added that the percentage of USUHS graduates in the Special Forces is worthy of examination.

Dr. Bristow complimented Work Group I for its hard work on a difficult task and added that the first report has the ability to generate a great deal of positive attention to the University. He stated that, to his knowledge, no organization has systematically attempted to evaluate the job it has done by assessing its graduates "down the road."

Further discussion revolved around what Dr. Bristow labeled as the rubric of marketing. He stated that in order to market successfully, an organization must start with a solid base of data, which the Metrics Project will provide. Good marketing then takes large figures and squeezes them down to a very personal level. Dr. Bristow stated that a future task involves finding more data to personalize what this university does.

Dean Hemming remarked that the data collected by Ms. Sharon Willis, Director, Office of Alumni Affairs, is an excellent resource for such information.

GEN Morgan cautioned that information regarding the University must be targeted to the Chiefs of Service and to the Chairman of the Joint Chiefs of Staff because these people are the spokespersons for the budget actions within each Service. It is important, he said, to know the audience within the DoD who needs to get the information.

In an aside following further thanks to RADM Moritsugu, Dr. Bristow announced that the American College of Physicians/American Society of Internal Medicine recently recognized two Board members. Dr. Carol Johns and Dr. Ronald Blanck have been awarded Masterships in the ACP and will receive due recognition at the organization's annual meeting.

2000 ANNUAL REPORT TO THE SECRETARY OF DEFENSE

Dr. Anderson said that although the Board will be submitting the report on June 30, 2000, rather than September 30, 2000, he is optimistic that it will be timely and of high quality. This year's report primarily contains information which has been, or will be, already produced: (1) the LCME Report, (2) the Metrics Project, and (3) the University's effort to recruit under-represented minority applicants.

STUDENT ISSUES

Admissions

Dean Hemming reported on admissions statistics. The University has offered places to 200 students and will probably add 30 or 40 more in the three remaining interview days. Although the applicant pool continues to decline (the School of Medicine received approximately 2000 applications this year, down from a peak of 3,500 three years ago), students offered spaces in the Class of 2004 are as academically qualified as those in previous years. Dean Hemming said all medical schools have

seen a decline in applications, although the University's is slightly greater. Reasons probably include fewer students generally, as well as fewer people choosing medicine as a career today compared to five or ten years ago. In response to a question from Dr. Connolly, Dean Hemming said the number of students the University gets from active duty, prior service, or the Service Academies has remained basically the same even though there are many fewer people on active duty today. He also said the University is competitive with the Ivy League schools regarding applications from academy graduates. Additionally, about 10 or 15 students in every USU class are academy graduates who come back to begin second careers in their late twenties or early thirties.

Recruitment

LtCol Carolyn Miller, Vice President, Minority Affairs, presented an overview of the University's recruitment program. A Recruitment Committee has been formed which will target all ROTC units, every military base's Educational Office, every military treatment facility, and recruiting commands as well as traditional universities. The recruitment package contains a new brochure, a poster holding tear-off postcards, an interactive CD-ROM and a video that was produced by Mr. Mannix and Dr. Zimble. LtCol Miller was especially enthusiastic about the recruiting information found on the University's website (www.usuhs.mil) as well as a separate link concerning minority affairs.

Twelve minority applicants have been offered space in the Class of 2004. To date, two have declined.

LtCol Miller also described student support services and community activities. The Mentor Program here at the University is strong and, additionally, networks are being established among physicians and faculties at other medical schools in the area. Student community service efforts include the Helping Hands Clinic, which serves under-represented minorities unable to afford health care elsewhere.

General discussion concerning recruitment and retention issues included the importance of: reaching pre-medical and hard science undergraduates; giving retirees presently in TRICARE a positive experience; and, understanding that marketing involves research and analysis on target populations and then the production of a product and a price for that specific marketplace. The University needs to make sure its recruitment efforts consist of the correct elements for the different segments targeted.

Award Nomination

Taking advantage of Dr. Ruth Bulger's momentary absence from the room, Dr. Zimble nominated her for a Distinguished Service Award. Dr. Bulger, who has been at the University four years, will be leaving her position as Vice President for Research in April 2000. Her excellent work has enabled the University to move forward in both basic and clinical research.

Upon motion duly made and seconded, the Board

Voted by voice vote: To approve the nomination as recommended and to present the award to Dr. Bulger on Research Day.

Commandant

Dean Hemming briefed the Board about the Office of the Commandant. He described the Office as the bridge between the University and military operations and stated that it is critical to fulfilling the University's mission. Dean Hemming complimented LCDR Jay Erickson (Class of '94) for his excellent work in the Office of the Commandant.

Dr. Bristow asked if an organization chart was available, for the benefit of new Board members, illustrating where USU fits in the TRICARE Management Activity (TMA). Dr. Zimble replied a new chart should be created as many organizations have been removed from the Office of the Secretary of Defense. He stated that because of the University's location, the Navy is the University's executive agent regarding budget concerns. The Navy defends our proposals to TMA and TMA controls the allocation of dollars, even though Dr. Zimble reports directly to the three Surgeons General.

Degree Granting

Dean Hemming stated that Timothy P. McGrath, ENS, USN, has successfully completed all requirements for graduation. Dean Hemming recommended awarding the degree of Doctor of Medicine to ENS McGrath.

Upon motion duly made and seconded, the Board

Voted by voice vote: To confer the degree as presented by Dr. Hemming and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

Dean Hemming recommended awarding graduate degrees as listed below:

Doctor of Philosophy in Microbiology and Immunology
Department of Microbiology
Maria Scott

Master of Science
Department of Medical and Clinical Psychology
ENS Jeffrey Cook

Upon motions duly made and seconded, the Board

Voted by voice vote: To confer the degrees as presented by Dean Hemming and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

PRESENTATION: CENTER FOR TECHNOLOGY TRANSFER

Mr. Werten Bellamy, J.D., Director, Center for Technology Transfer, presented an overview of his program. Established less than one year ago, the Center's mandate is to develop a program to describe the technology located at the University and make it available to the private sector. In order for this to occur, the University's technology must be protected and licensed through patents, copyrights and trademarks. This involves a long and complex legal process. Mr. Bellamy has developed model applications to license inventions as well as techniques to share the cost of the licensing services. Additionally, the model agreement to get the process started can be found on the USU website along with appropriate guidelines and policies. Mr. Bellamy stated that the University has at least 25 U.S. patents. Additional patents are filed internationally. He emphasized that all of the administration concerning technology transfer must be viewed in a global context. The University does not want to act prematurely and preclude achieving global coverage.

In response to a question from Dr. Bristow, Mr. Bellamy stated that the average patent takes about three years, but a "first response" is received after approximately twelve months. Dr. Bristow thanked Mr. Bellamy for a helpful and productive presentation.

PRESENTATION: OUTREACH EFFORT WITH UNIVERSITY OF MARYLAND, EASTERN SHORE

Dr. Michael Sheridan, Associate Dean for Graduate Education, discussed the University's outreach effort with the University of Maryland, Eastern Shore (UMES). UMES, located on the Delmarva Peninsula, is part of the University of Maryland system. It has an enrollment of approximately 3,000 students of which 90% are under-represented minorities. About one-fifth of the students are enrolled in the Department of Natural Sciences. Ten years ago, UMES obtained a grant from the National Institutes of Health which placed juniors or seniors at graduate campuses to participate in research activities in order to increase their understanding of research, careers in science, and graduate education. Through the efforts of the Office of Minority Affairs, USU was included as one of the participating graduate institutions. Last year, UMES was awarded a \$1 million dollar grant to fund the project for five years.

Dr. Sheridan visited the Eastern Shore campus in mid-December with Dr. Val Hemming, Dean, School of Medicine, and additional staff in order to establish rapport between the two campuses. As part of that site visit, the group heard three scientific presentations given by students placed in research institutions last summer. The USU team was extremely impressed and the Department of Microbiology has remained in touch with these three young women.

Dr. Bristow thanked Dr. Sheridan for an excellent report.

REPORT: EMERGING INFECTIOUS DISEASES PROGRAM

Dean Hemming provided an update on the new interdisciplinary graduate program in Emerging Infectious Diseases. Following a review of the program's evolution and the selection of Dr. Eleanor S. Metcalf as its Director in September 1999, Dean Hemming reported that the program was implemented this academic year.

He described the program's intent as an effort to bring together clinical medicine and basic science medicine to work on problems of emerging and re-emerging infectious diseases. One of the program's goals is to train international workers for the Department of Defense to work in regional laboratories around the world. Dean Hemming stated that the Department of Microbiology has made a conscious effort to integrate their programs into this program.

Action Item: When completed, distribute the brochure currently being developed describing the graduate program in Emerging Infectious Diseases to all members of the Board of Regents.

FACULTY ISSUES

Appointments and Promotions

Dean Hemming presented the recommendations made on December 15, 1999, by the Committee of Appointments, Promotion and Tenure. Fourteen recommendations for faculty appointments and promotions were forwarded.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations of the Committee, and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

As a point of information to the Board, Dean Hemming reported that Colonel Leonard Sperling, MC, USA, Professor of Dermatology, has accepted the position of Chair, Department of Dermatology. Dr. Sperling was the first choice of the School of Medicine Search Committee for this position.

Dr. Abdellah presented the recommendations made by the Graduate School of Nursing Committee of Appointments, Promotion and Tenure at a meeting that concluded on January 11, 2000. Three recommendations for faculty appointments and promotions were forwarded.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations of the Committee, and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

In response to a question from Dr. Connolly regarding the recruitment of nurses to the University, a general discussion occurred describing the differences and similarities between the School of Medicine and the Graduate School of Nursing concerning student admissions and faculty appointments.

AWARD PRESENTATION

The afternoon session began with an award ceremony honoring John E. Hutton, Jr., M.D. Dr. Hutton served as the President of the Faculty Senate from July 1998 to June 1999. During his tenure, the Faculty Senate undertook a review of the University Instruction pertaining to the Committee of Appointments, Promotion and Tenure. Dr. Hutton served while retaining a demanding schedule as Professor of Surgery in the Department of Medicine. On behalf of the Board, Dr. Bristow awarded the Distinguished Service Medal to Dr. Hutton.

GRADUATION CEREMONY

Following an introduction by Dr. John McManigle, Assistant Dean for Clinical Sciences, Dr. Bristow, by virtue of the authority vested in the University by the Congress of the United States of America, conferred the degree of Doctor of Medicine to Timothy P. McGrath, ENS, USN. Dean Hemming administered the Hippocratic Oath and RADM Melendez, representing the Surgeon General, USN, administered the Oath of Office.

Dr. Zimble welcomed Dr. McGrath to Navy Medicine; Dr. McGrath expressed his gratitude both to the University and to many individuals within it.

FACULTY SENATE

Dr. Merrily Poth, President, reported that a major goal this year has been to increase a feeling of unity among the faculty. Assemblies addressing interesting and controversial topics, such as trends in medical education, and the effects of drug company monies in academic and research arenas, is one method being used. Dr. Poth announced that Dr. Richard Conran would be her successor. Dr. Conran is a Professor of Pathology and a lawyer as well.

Dr. Bristow thanked Dr. Poth, both for her presentation and for accepting the position as president of the Faculty Senate.

UNIVERSITY ADMINISTRATION

Budget

Dr. Zimble reported on the current state of the University's budget. Congressional cuts across the board fell disproportionately to the Defense Health Program, which, in turn, had to cut education and research funds due to the necessity of paying for entitlements. The University faces a 1.752% reduction in funds which translates to over \$1.5 million. Additionally, the Simulation Center carries a \$1.4 million deficit, personnel on the general wage schedule have been awarded almost a 5% raise, and Dr. Zimble would like to raise faculty salaries by 2% beginning in the third quarter. In sum, the budget is extremely tight.

Dr. Bristow thanked Dr. Zimble for his comments, and also complimented Mr. Dexter on his budget presentation under Tab X in the Board book.

Research

Dr. Bulger's report emphasized the development of metrics in order to monitor growth in both the intramural and extramural research programs. She stated that total funding in basic and clinical science had increased 38% from FY 98 to FY 99. National Institute of Health awards have increased 26% in the same time frame. Extramural Awards for full time faculty increased from 60 basic science awards involving 51% of the faculty in FY97, to 101 awards involving 69% of the faculty in FY 99. Awards in clinical science increased also. In FY 97, there were 63 awards in this area involving 31% of the faculty; in FY99 there were 76 awards involving 53% of the faculty.

Dr. Zimble announced that Dr. Bulger will be leaving her position as Vice President for Research in April 2000, but will remain affiliated with the University through her faculty appointment in the Department of Anatomy. Both Dr. Zimble and Dr. Bristow expressed their appreciation for the infrastructure that Dr. Bulger built within the research program. Dr. Michael Sheridan, Associate Dean for Graduate Education, will assume Dr. Bulger's duties until a new Vice President for Research is hired.

Continuing Education for Health Professionals

CAPT William Nunns, NC, USN, described some of the programs designed by USU to provide continuing education not only throughout the University but also throughout the United States. The scheduled offerings are numerous and diverse. CAPT Nunns stated the continuing education program is unique because it serves five disciplines: continuing medical education, continuing nursing education, continuing education for health care administrators, programs for psychologists, and programs for social workers.

The department conducts numerous conferences, including the Association of Military Surgeons and DoD's Technology and Health Care. The attendance at each of these events is around 6,000.

CAPT Nunns reported current involvement in two self-studies. One involves reaccreditation for continuing medical education and the other for continuing nursing education. These will be complete in December 2000, and an on-site visit will probably occur in April 2001. At present the University is holding a six-year accreditation, which very few institutions hold.

RADM Moritsugu commented that the accreditation for AMSUS is valuable for the University. It provides visibility among active-duty physicians as well as reservists.

Armed Forces Radiobiology Research Institute

COL Eng briefed the Board on developments regarding plans to merge AFRRI with the University as a research institute. Reprogramming non-research dollars satisfactorily is a concern. If the merger occurs and the University reprograms part of the institute's funding back to the Defense Health Program, AFRRI will need additional funds to maintain the facility and to maximize research capabilities.

Following Dr. Zimble's comments regarding the country's need for AFRRI, Dr. Bristow reminded the Board of its ability to advise the Secretary of Defense.

The Board, upon a motion duly made and seconded,

Voted by voice vote: To draft a memorandum to the Secretary of Defense voicing the Board's concerns about the continued viability of AFFRI, and emphasizing its unique capability.

Henry M. Jackson Foundation

Dr. Bryce C. Redington, Chairman, Education and Training Office, represented John W. Lowe, President. The following items were brought to the attention of the Board:

- Over the past year, the Foundation has converted to a new financial and human resources system that allows greater information integration with the University's Office of Research.
- The University and the Foundation have successfully brought Mr. Peter Esker, to the University as Director of University Affairs.
- The University and the Foundation have collaborated in creating and filling a fund-raising position. Ms. Helene Ahern will join the USU staff in March 2000.
- The Foundation continues to fund bridge grants to University investigators in need of money to carry investigations over from one grant to the next. The Jackson Foundation also provides limited support for research sponsored by agencies, which cannot pay for indirect costs at the on-site level.

In response to a question from Dr. Bristow, Dr. Redington said about 90% of the funds the Foundation administers comes from the Federal Government, for example, research grants from the National Institutes of Health and the National Science Foundation. These grants are earmarked for specific projects. About 10% comes from the private sector, primarily pharmaceutical companies. Additionally, the foundation currently has about 40 endowment funds.

UNFINISHED BUSINESS

USU Board of Regents Draft Bylaws

Following Dr. Bristow's explanation of the purpose of a quorum and of a member of the Board "calling for a quorum," and

Upon motion duly made and seconded, the Board

Voted by voice vote: To adopt the Bylaws as currently written with the modification in Article VII, D., as noted below:

A majority of all Members *or their designees* will constitute a quorum of the Board. As currently constituted, a quorum means at least eight (8) members must be present in person or via electronic means.

NEW BUSINESS

Report of the Surgeon General

RADM Moritsugu noted that the first of a set of reports from the United States Surgeon General was recently released. The Executive Summary of *Mental Health: A Report of the Surgeon General*, was distributed to each member of the Board. The entire report can be found on the Internet at www.surgeongeneral.gov.

RADM Moritsugu also distributed a new edition of *Healthy People*, on CD-ROM and announced that several other reports will be published this year. Topics include youth and violence, oral health, and women and tobacco.

University Awards

Dr. Zimble presented the recommendations of the Committee for Names and Honors for awards listed below.

Honorary Degree – Doctor of Medical Jurisprudence
Secretary of Defense William Cohen

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendation of the committee.

Distinguished Service Medal

Dr. Douglas Tang
Dr. Ira Tublin

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendation of the committee.

Curreri Award

Dr. Enrique Mendez

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendation of the committee.

ADJOURNMENT

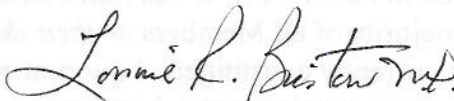
There being no further business, Dr. Bristow adjourned the meeting at 2:40 p.m.

SUBMITTED:



Bobby D. Anderson
Executive Secretary, Board of Regents

APPROVED:



Lonnie R. Bristow, M.D.
Chair, Board of Regents

Prepared by Jan Taylor
Board of Regents Staff